

Strategic Plan



Life Your Way

**Quality That Feels Like
Mattering**

Foundational Framework Document

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Executive Summary

Life Your Way enters 2026 at an important stage of its development. The organisation has grown from an idea about what disability support could be into a community of clients, families, staff, programs and partnerships. Its programs now create opportunities across employment, health, daily living, social connection, identity, community participation and personal development.

At the same time, Life Your Way is strengthening its systems, developing leaders and preparing for a future in which more people will depend on the organisation to deliver quality consistently. Growth creates opportunity, but it also creates risk. As organisations expand, the qualities that made them distinctive can become diluted. Informal knowledge may no longer be enough. Culture can become dependent on individual personalities. Standards may be applied differently between teams.

The purpose of this strategic plan is to prevent that drift. The 2026 strategy is built around a central proposition: quality at Life Your Way should not only be demonstrated through systems, records and compliance. It should be experienced by people as mattering.

Clients should feel that they are seen, heard, valued and able to contribute. Families should experience trustworthy partnership and confidence that the person they care about is known. Staff should understand what good looks like, where their strengths add value and how they can continue to grow. Leaders should create the conditions in which quality can be repeated rather than left to individual goodwill.

The strategic objective for 2026 is to embed a values-led, mattering-centred operating model in which quality can be understood, practised, coached, measured and improved across every part of Life Your Way.

The Strategic Through Line

The Life Your Way strategic model begins with belief. We believe every person is capable of more than they currently believe and deserves the dignity to try, clients and staff alike. That belief is expressed through the values of Inclusivity, Integrity, Empowerment and Adaptability. Those values shape behaviour. Behaviour creates the experience of mattering. Mattering builds confidence, capability and contribution. Over time, those experiences help people believe they can influence the direction of their own lives.

The strategic logic can be expressed as: Belief leads to values, values shape behaviour, behaviour creates mattering, mattering supports participation, participation builds confidence, confidence strengthens capability, capability enables contribution and contribution reinforces belief.

This is not a linear service pathway. People may move forward and backward. Different parts of the model may be more important at different times. Some people will require substantial lifelong support. Others may gradually reduce their reliance on paid support in particular areas. The model does not define success as independence at all costs. It defines success as increasing agency, participation, confidence and contribution to the greatest extent possible for each person.

The Staff Voice Behind the Strategy

The five strategic pillars were shaped by staff discussions about what quality should look like in 2026. Staff did not define quality primarily through policy language. They described it through behaviour.

They spoke about turning up, being prepared and being present. They identified communication, teamwork and the importance of keeping clients, families and staff on the same page. They emphasised respecting boundaries, reading behaviour support plans and notes, acting as positive role models and maintaining clean, safe spaces.

They also identified person-centred care, achieving goals with clients, adapting when goals change, taking interest in people's hobbies, listening actively, being curious rather than judgemental and creating a safe workplace where people can raise issues comfortably.

The guiding principle is simple: you told us what quality looks like. This strategy builds the organisation around it.

The Five Strategic Pillars

The pillars are the practical architecture of the strategy. They translate belief, values and mattering into repeatable expectations for practice and leadership.

Strategic Pillar	Values Activated	Mattering Outcome	Strategic Intent
Showing Up Is the Standard	Integrity, Inclusivity	People feel seen	Build trust through preparation, reliability, presence and follow-through.
Communication Creates Safety	Inclusivity, Integrity	People feel heard	Create an environment where clients, families and staff can raise concerns, understand decisions and remain aligned.
Person-Centred Is a Verb	Inclusivity, Empowerment, Adaptability	People feel valued	Ensure support is actively shaped by the person's goals, preferences, strengths, communication and evolving life direction.
Professionalism Is Empowerment	Integrity, Empowerment	People feel secure and capable	Create competent, ethical and predictable support environments in which clients and staff can grow with confidence.

Strategic Pillar One: Showing Up Is the Standard

Showing up is the most basic promise a support organisation makes, but it is also one of the most significant. Clients and families organise their lives around the expectation that support will occur as planned. Colleagues depend on one another to arrive prepared. Programs rely on staff understanding the people they are supporting and the purpose of the activity.

At Life Your Way, showing up means more than physical attendance. A person may arrive on time and still fail to be present. They may not have read current notes, may be distracted, may not understand the goals of the day, or may spend the shift observing rather than engaging. Physical presence without attention does not create quality.

This pillar establishes preparation and presence as professional standards. Staff should arrive knowing who they are supporting, what matters to that person, what risks or changes require attention and what opportunities for participation may arise. They should understand that the shift starts before the activity begins.

During 2026 and 2027, Life Your Way will establish clearer pre-shift preparation expectations, strengthen access to relevant client information, improve handover practices and clarify what being present looks like in different support settings. Leadership visibility in frontline practice will also become a deliberate expectation rather than an informal activity.

Strategic Pillar Two: Communication Creates Safety

Communication is often treated as an administrative function. In reality, it is one of the primary ways people assess whether an organisation is safe. People feel safe when they know how to ask a question, raise an issue or seek clarification. They feel unsafe when messages are inconsistent, concerns disappear, decisions arrive without explanation or conversations occur around them rather than with them.

For clients, this means adapting communication to the individual, allowing time to respond and checking understanding. It means recognising that communication may occur through behaviour, body language, assistive technology, silence or changes in routine. For families, it means early, transparent and appropriate communication. For staff, it means psychological safety and responsibility.

This pillar also addresses the cultural risk of side conversations. When people avoid direct communication and instead complain privately, withhold information or undermine decisions informally, trust erodes. Life Your Way must become a place

where respectful challenge is normal and unresolved ambiguity is not allowed to linger.

During 2026 and 2027, Life Your Way will clarify communication responsibilities, escalation pathways and response expectations. Staff development will include direct communication, family partnership, feedback, difficult conversations and the distinction between raising a concern and spreading dissatisfaction.

Strategic Pillar Three: Person-Centred Is a Verb

Person-centred practice is one of the most common phrases in disability support and one of the easiest to reduce to paperwork. A service plan may contain goals. A profile may list preferences. A support agreement may describe choice and control. Yet none of these documents guarantees that the person's daily experience is genuinely person-centred.

At Life Your Way, person-centred practice must be visible in action. It is visible when staff take time to understand what matters to the person, not just what is required for the shift. It is visible when goals influence the activity, when choices are meaningful, when support adapts as confidence changes and when staff remain curious rather than judgemental.

Person-centred practice also requires challenge. Respecting a person does not mean leaving them permanently within what is familiar. People cannot discover preferences they have never had the opportunity to explore. Support should expose people to new possibilities while respecting their communication, pace and right to decide.

During 2026 and 2027, Life Your Way will strengthen goal review, improve the connection between daily notes and outcomes, develop clearer person-centred practice expectations and ensure programs can demonstrate how participation contributes to the person's wider life.

Strategic Pillar Four: Professionalism Is Empowerment

Professionalism is sometimes interpreted as distance, formality or control. At Life Your Way, professionalism is interpreted differently. Professionalism is the discipline required to create safety and trust.

Clients are empowered when staff understand their role, maintain boundaries, communicate respectfully, manage emotions and work within their competence. Families are empowered when they can rely on accurate information and consistent conduct. Staff are empowered when expectations are clear and support is available before issues become crises.

Warmth and professionalism are not opposites. Some of the best support relationships are friendly, natural and deeply human. The distinction is whether the relationship remains organised around the person's needs and goals rather than the emotional needs of the worker.

During 2026, Life Your Way will strengthen role clarity, supervision, professional boundaries, documentation quality, reflective practice and targeted capability development. The appraisal framework will be embedded as a structured development process rather than an annual administrative task.

Strategic Pillar Five: Standards That Liberate

As Life Your Way grows, quality cannot remain dependent on individual personalities, informal knowledge or the presence of the founder. This is one of the most important tests of organisational maturity.

Standards prevent drift, but they should not become rules for their own sake. The best standards create confidence. They explain what good looks like, why it matters and where professional judgement remains necessary. Standards liberate when they remove unnecessary uncertainty.

This pillar will also establish a Life Your Way approach to frontline practice leadership. Leaders must focus staff attention on quality of life and mattering, supervise individual practice, facilitate team learning, organise supports well, observe practice directly, coach staff and model the behaviours expected.

During 2026, Life Your Way will consolidate practice standards, clarify leadership responsibilities, develop observation and coaching tools, strengthen team learning and connect quality reviews to the five strategic pillars.

Strategic Measures and the Leadership Dashboard

The strategic plan requires measurement, but measurement must remain connected to purpose. Life Your Way will use a balanced leadership dashboard combining operational, behavioural and experiential indicators. No single number will define quality. The dashboard should instead help leaders identify patterns, ask better questions and decide where action is required.

Each pillar will be reviewed through operational evidence, practice evidence, experience evidence and outcome evidence. Operational evidence will include attendance, cancellations, response times, documentation, training and audit results. Practice evidence will include supervision, observation, coaching, goal alignment and examples of staff applying the values. Experience evidence will include feedback from clients, families and staff about trust, voice, inclusion, clarity and growth. Outcome evidence will include changes in participation, confidence, skill, relationships, work exposure, health behaviour, self-advocacy and contribution.

The dashboard will use green, amber and red status indicators, but status alone will not be enough. Leaders will also record trend, evidence, ownership and the next action required. Green should mean the pillar is functioning well and can produce learning for other areas. Amber should mean there is emerging drift or inconsistent practice requiring attention. Red should mean the issue requires active leadership presence, not simply additional reporting.

Implementation Across 2026 and 2027

Implementation should occur in deliberate stages. The first stage will focus on alignment. Staff and leaders will be introduced to the Belief Framework, Values in Action, the Mattering Framework and the five strategic pillars. The purpose is to create shared language before introducing additional measurement.

The second stage will focus on behavioural clarity. Practice guides, appraisal tools, supervision questions and program expectations will be aligned to the pillars. Staff should be able to explain not only what is expected, but why.

The third stage will focus on measurement and learning. Leadership dashboards, practice observations, client feedback and program reviews will be used to establish a baseline and identify areas for improvement. The fourth stage will focus on consolidation. Systems that create unnecessary friction will be simplified, good practice will be shared, leadership capability will be strengthened and the 2027 to 2028 strategy will be informed by evidence gathered throughout the year.

Implementation will not be rushed simply to declare completion. The strategy is not a project to finish. It is an operating model to embed.

What Success Will Look Like

By mid 2027, Life Your Way should be able to demonstrate more than the existence of a strategic plan. Clients should be able to describe feeling listened to, known and involved. Families should experience clearer communication and stronger confidence in follow-through. Staff should understand the values, strategic pillars and behaviours expected of them. They should also be able to identify their strengths, development priorities and contribution to the organisation.

Leaders should be more visible in practice and more confident in coaching quality. Programs should show stronger connections between daily participation, client goals and broader life outcomes. Quality reviews should identify learning, not simply compliance gaps.

Most importantly, Life Your Way should be able to show that the organisation is becoming less dependent on informal knowledge and individual personalities without losing the humanity, creativity and community focus that made it distinctive.

Quality People Can Feel

Life Your Way is building for the long term. The Infinite Game requires an organisation to preserve purpose while continually improving its capacity to serve. It requires trusting teams, courageous leadership and the willingness to adapt without abandoning the cause.

For Life Your Way, that cause is grounded in belief. We believe people are capable of more than they currently believe. We believe they deserve the freedom to choose their own journey and the dignity to try. We believe confidence is built through participation, resilience through friction and contribution through belonging. We believe staff also deserve the opportunity to grow, lead and leave a roadmap of their own success.

The five strategic pillars are how those beliefs become repeatable. We show up because people deserve reliability. We communicate because people deserve safety and voice. We practise person-centred support because the journey belongs to the person. We act professionally because growth requires trust. We create standards because quality should not depend on chance.

Together, these pillars establish a deeper definition of quality. Quality is not only something we record. It is something people experience.

To the staff and clients of Life Your Way: You are seen. You are valued. You have something to offer. You can influence what comes next. You matter. And, over time, I hope because of this you begin to believe.

James Parker, Founder and Idealist